



Annual Report 2009 - 2010

"Building A Shared Vision For Quality: A Roadmap for Action"



What Is The Annual Report?



The annual report was designed to provide an overview of the milestones and achievements of Head Start each year. In this book, you will find our mission, organizational chart, locations, services provided, other statistical data and expectations for the 2010-2011 program year. Head Start shapes the future of our children through education and a commitment to success.

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The Mission



Vision Statement

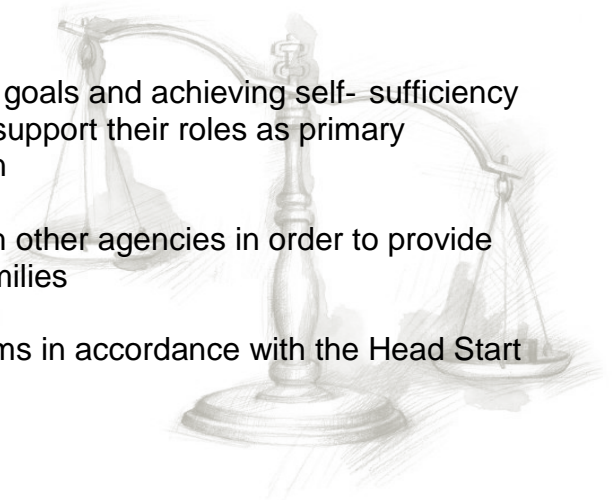
To become a premier comprehensive Early Childhood program by providing quality services for children and families through staff development, parent education, community collaborations and technological advancements

Mission Statement

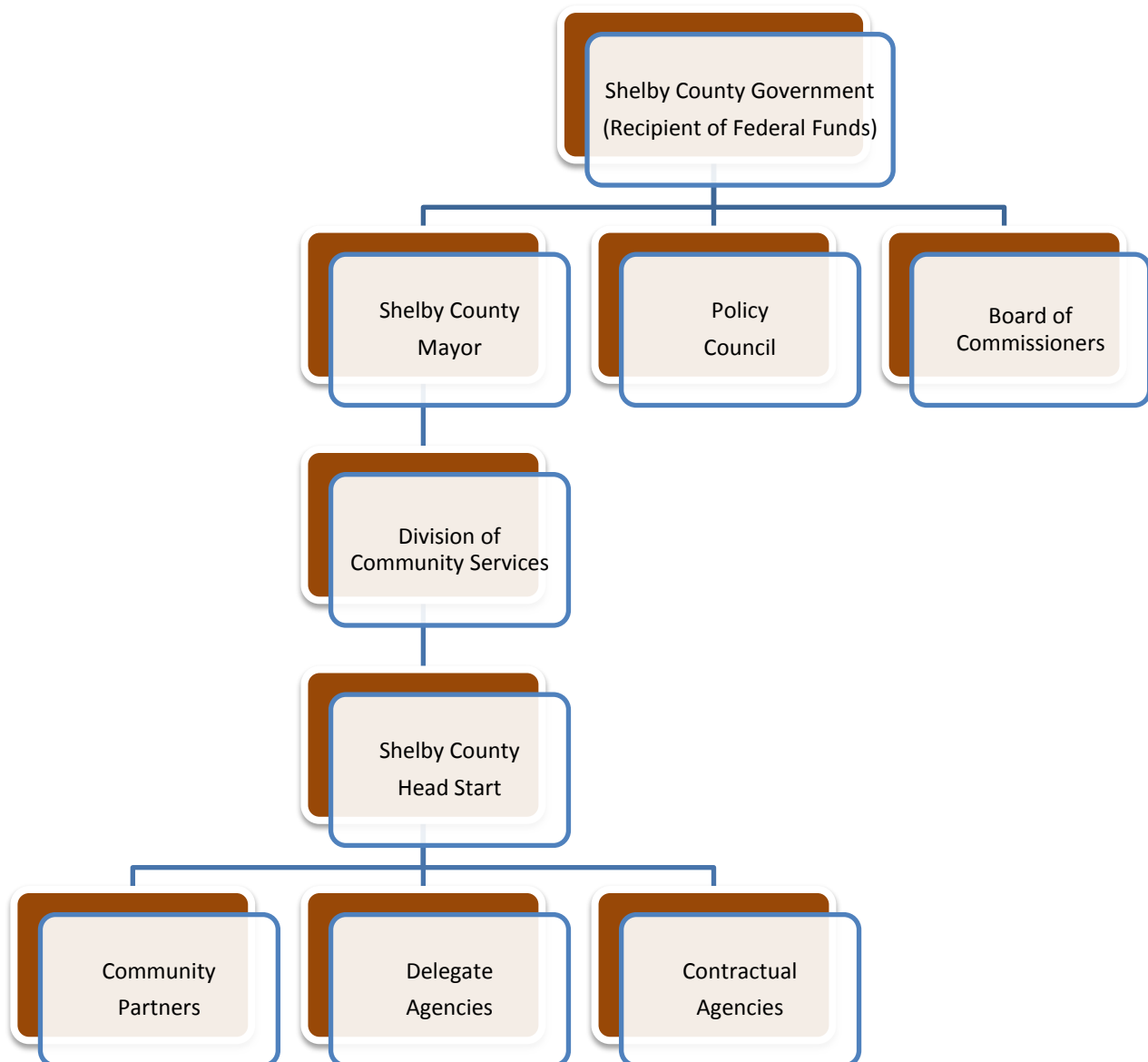
To create, implement and maintain comprehensive quality services and programs for children and families residing in Shelby County.

Goals

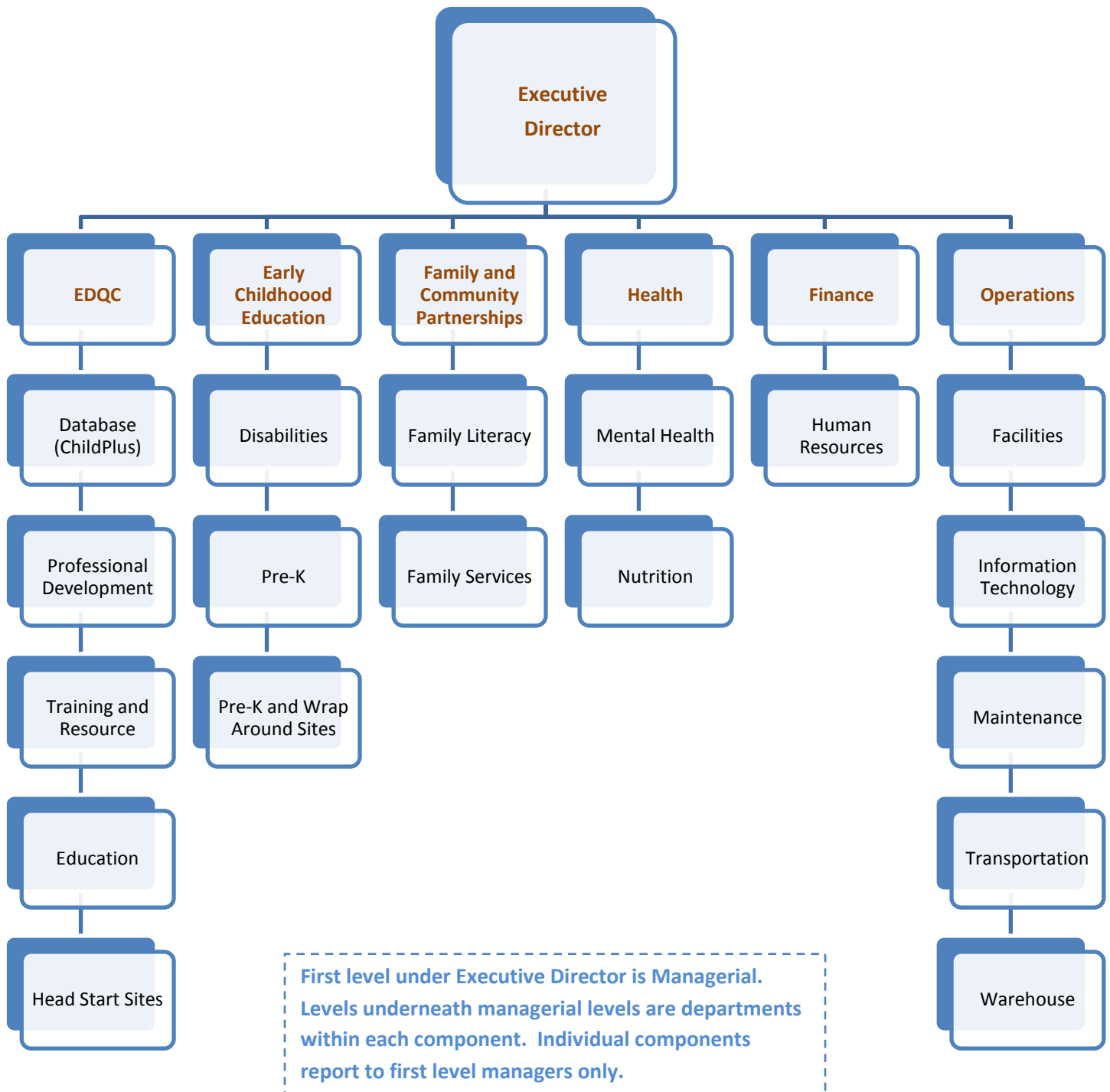
1. To foster an environment where the Head Start Organization is capable of producing high performance results in all activities and departments
2. To provide safe and developmentally enriching environments that will promote the physical, cognitive, social and emotional growth of young children ensuring school readiness
3. To provide high quality responsive services and programs including new program development/expansion that are culturally sensitive to children and families
4. To support families in meeting personal goals and achieving self-sufficiency across a wide variety of domains and to support their roles as primary caregivers and educators of their children
5. To establish community partnerships with other agencies in order to provide and enhance services to children and families
6. To manage existing services and programs in accordance with the Head Start performance standards



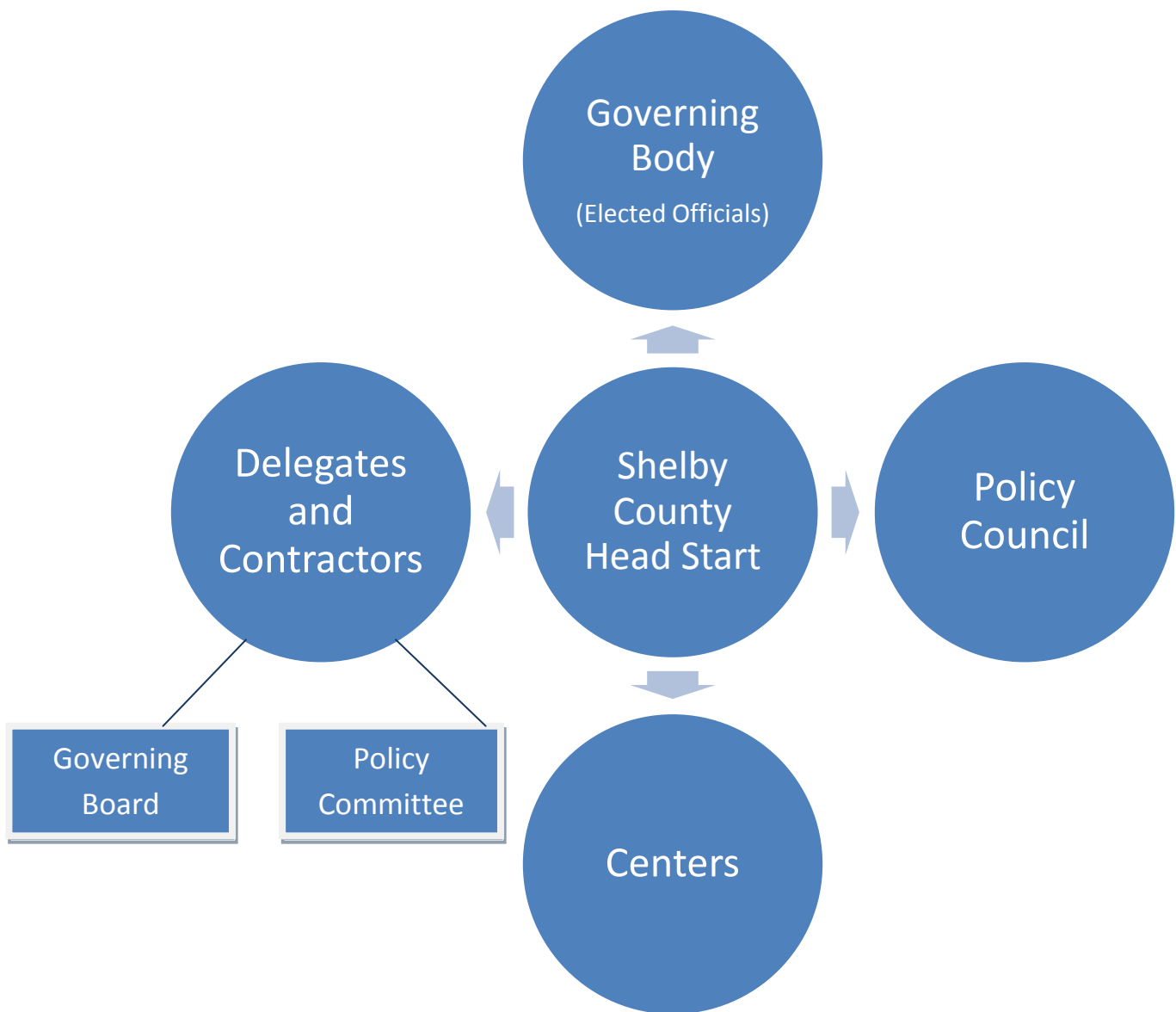
Program Structure



Organization Chart



Shared Governance Cycle



Board of Commissioners



Henri Brooks



George Flinn



Edith Ann Moore



Wyatt Bunker



J.W. Gibson



Steve Mulroy



Joyce Avery
Chairperson



Mike Carpenter



James Harvey



John Pellicciotti



Sidney Chism



Deidre Malone



Mike Ritz

Policy Council



Executive Committee

Shelber Wells
Chairperson

Parent at Covington Pike
Member Since 2009

Timkiya Taylor
Vice-Chairperson

Parent at Renaissance
Member Since 2008

Joanne Hoyle
Secretary

Parent at Delano
Member Since 2009



Members

Anthony Burrow	Ross
Mauricio Calvo	Community Representative (Latino Memphis)
Larry Clay	Georgian Hills
Laquita Fisher	Porter-Leath
Stacy Hines-Dowell	University of Memphis (Lipman Center)
Douglas Imig	Community Representative (Urban Child Institute)
Angela Johnson	YMCA
Kimmy Johnson	Hollywood
LaCedric Johnson	Goodwill Homes
Cindy Jones	Primary Preparatory, Inc.
Eva Mosby	Community Representative (TN Dept. of Human Services)
Joy Miller	Gaston
Amanda Warman	St. William
Lois Williams	Community Representative (Shelby County Schools)
Kijuanna Winn	Cottonwood

Overview



The Head Start program is unique in terms of its comprehensive approach to child development. No other program affects as many areas of the child's life. Head Start is based on the philosophy that a preschool program should address children's needs in all areas of development—physical, social, emotional, and cognitive—and provide support to all of those who affect the child's development.

The Head Start program is also unique because of its integrated, interdisciplinary nature. Head Start Performance Standards state that the activities of all service areas should be integrated. The program is structured so that services in one area complement and reinforce those in other areas. Head Start is designed so that staff members in all service areas work together to provide a cohesive, comprehensive program.

The overall goal of the Head Start program is to bring about a greater degree of social competence on the part of enrollees and their families. Head Start activities are designed to meet the following goals established for enrollees:

- To provide enrollees with learning environments and varied learning experiences that will help them progress in the eight domains of learning and development.
- To help enrollees develop in a manner appropriate for their age and stage of development toward the ultimate goals of social competence.
- To treat enrollees as individuals in an inclusive community that values, respects and responds to diversity.
- To integrate the emotional aspects of various Shelby County Head Start's service areas into the Education Curriculum Program.
- To involve parents in enrollees' education activities thereby enhancing their roles as the principal influence on their children's education and development.
- To increase parents' knowledge and understanding of their child's growth and development.

The Head Start program includes the following services that reflect its philosophy and support its goals:

The *Educational Services* provided by Head Start are designed to meet the individual needs of children and the educational priorities of the community. Regardless of cultural background or special needs, every child is offered a variety of learning experiences designed to foster physical, social, emotional and cognitive growth and to encourage an appreciation for ethnic, cultural and linguistic diversity. Children participate in indoor and outdoor activities and are introduced to new concepts. They are also encouraged to express their feelings and to develop self-confidence and the ability to get along with others.

Through its *Disability Services* the Head Start program offers strategies for meeting the special needs of children with disabilities and their parents. The disability plan will include provisions for children with disabilities to participate in the full range of activities and services normally provided.

Overview



Head Start's *Parental Involvement Services* ensure that parents, the most important influence on their children's development, are involved in program planning and operations and in parent education. Parents serve on Head Start's Policy Councils and Committees where they have an opportunity to make decisions about the program. Parents also assist paid staff as classroom volunteers. Through involvement in the classroom, participation in course and workshops on child development, and interaction with staff parents learn about educational activities that can be used at home. At the same time, staff learns about the needs and interests of the children from their parents.

Head Start *Health Services* provide children with a comprehensive health services that include medical, dental, mental health and nutritional services. Children receive a complete physical exam, including vision and hearing tests, immunizations, and a dental exam. Handicapping conditions are also identified and addressed. Follow-up treatment, dental care and psychological services are provided as needed.

Head Start *Nutrition Services* provide children at centers with nutritionally balanced meals that fulfill one-third to two thirds of their daily requirements. Nutrition education is provided to children, staff and parents.

The *Literacy Services* provided by Head Start are comprehensive and incorporate the new initiatives mandated by Head Start legislation. They are designed to prepare young children for school with emphasis on early literacy and language development and to help families break the cycle of low literacy and poverty. These services include age-appropriate learning environments and teaching strategies for the children, interactive literacy activities between parents and children, training parents to become the primary teacher for their children and full partners in the educational process, and parent literacy training.

Head Start *Facilities Services* are selected and maintained to create learning environments that are safe, accessible, welcoming, comfortable, age-appropriate, culturally sensitive, and in keeping with the individual needs of children and their families. The environments support each child's physical, cognitive, social and emotional development.

Head Start *Transportation Services* focus on transporting students safely to and from Head Start sites. Transportation services involve the pick-up and discharge of children at regularly scheduled times and pre-arranged sites, including trips between children's homes and program settings. Head Start Transportation Services accommodates field trips for additional learning experiences for children.

The *Family Services* provided by Head Start assist the family in its own efforts to improve the condition and quality of family life. Serving as advocates, the staff identifies the family services needs and works with other community agencies to make sure these needs are met. The staff informs the parents of community resource services and facilitates their use.

Program Options



Shelby County Head Start (SCHS) operates the federally funded Head Start program that serves children in Shelby County. A department of Shelby County Government, SCHS is designated as the community action agency for serving the needs of low-income residents. SCHS is governed by elected County Commissioners and Policy Council made up of current parents and members who are representatives of economically disadvantaged populations, private sector businesses, and government agencies. During the 2009-2010 school year, SCHS provided direct services to over 1972 children and families and housed 116 classrooms in 19 sites. The program operated five days per week for 180 days.

475 children were served contractually with the Memphis and Shelby County Pre-K program, 63 with the Memphis City Schools Special Needs Unit, and 40 with the University of Memphis. There were also four delegate agencies that provide Head Start services to 800 children in the Shelby County population: Goodwill Homes, Porter Leath, Primary Preparatory, Inc., and YMCA. During 2009-2010, SCHS, the four delegate agencies and contracted sites served a total of 3,285 Shelby County children in the Head Start program. Our enrollment numbers exceeded funded enrollment because of our involvement in the statewide Pre-K program and our wraparound options with Memphis City schools. Additionally, Family Literacy Centers were provided in conjunction with Memphis City Schools, and at the Renaissance Center located adjacent to LeMoyne Owen College.

DELEGATES

SCHS, delegates and contractors provided pre-school services to 900 children (800 – Delegates; 100 – Contractors). The delegates were Porter Leath, Goodwill Homes, Primary Prep and YMCA. The YMCA closed in May 2010 and most staff and children will be transferred to SCHS next school year. The contractors were Southwest TN Community College and the University of Memphis. They are all full day / part year / five days a week, with the exception of Porter Leath.



PORTER LEATH
Better Children. Better Families.

Director: Karen Harrell

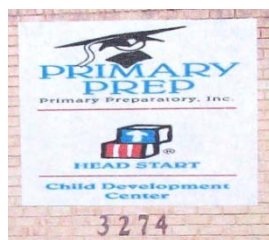
Porter Leath has two locations and serves 400 children: American Way and Douglass located in the Southeast and North regions of Memphis. They are also an Early Head Start Grantee.



Director: Frances Williams

Goodwill Homes has one location and serves 100 children. The site is located in the Southwest area.

Program Options



Director: Tracy Lowery

Primary Preparatory, Inc. has one location and serves 140 children. The site is located in the North area of Memphis and offers extended day services. They also have infant and toddler services available.



Director: Dr. Forestene London

YMCA had one location and served 160 children. The site was located in the South Memphis area and offered extended day services. (Location closed in May 2010)

MEMPHIS CITY SCHOOLS



Director: Nita Hartley / Dr. Carolyn Harvey

SCHS contracted with Memphis City Schools (MCS) to participate in 57 Pre-K classrooms, of which 48 are managed directly by SCHS staff. Head Start provides comprehensive wrap around services to 475 four year olds as part of

this voluntary Pre-k Program. MCS and Head Start's partnership agreement consists of a collaboration to serve children and families who are located in the various neighborhoods of current Head Start centers, Public School sites and local community Child Care Providers. MCS operated State funded Pre-K program, and Head Start dually counted the identified Pre-K children by providing comprehensive services to children and families of the collaboration. Sites included in this collaboration are identified in the Center Directory.

Pre-K classroom staffing consisted of MCS' teaching staff. Other staff members implementing the collaboration consisted of: Head Start Family and Community Partnership Staff and Education Staff. Through this enrollment option, Head Start was able to provide services to additional families in the Memphis and Shelby County area. Included in this collaborative effort was a Literacy Enhanced program to increase parent's involvement in the education and social development of their children.

Head Start was housed in the local school system, allowing availability to not only Head Start families, but being a resource also for families assigned to the identified school. Parent Resource rooms were housed also in the identified school which provided the necessary community resources and other assistance to children and families.

Program Options



UNIVERSITY OF MEMPHIS



Director: Asia Goodman

SCHS entered into a contractual agreement with the University of Memphis (UOM) to provide direct service to forty (40) children in a center based option. UOM provided Head Start services at two locations: the Lipman Center and True Light Baptist Church. The True Light location closed in May 2010. Each facility housed 20 Head Start children. The center based option was full day, four days a week for forty weeks and a total of 160 days. The UOM also made available Family Literacy Services to families throughout Shelby County.

This training site was a direct response to a growing shortage of early childhood professionals. The UOM Head Start Learning Center established a laboratory and teaching site in the UOM Lipman Center. Its purpose was to provide developmentally appropriate programs for children to demonstrate best practices for students preparing for careers working with young children, to facilitate research opportunities, and to model educational leadership to the community.

The Learning Center provided a teaching and learning environment for current and prospective Head Start staff. These model sites

and laboratories provided unique opportunities for training Head Start staff enrolled in the teacher credentialing program, in an interdisciplinary approach to the development of young children and their families. In addition, Head Start teachers and supervisors from SCHS sites and delegate agencies had opportunities for clinical practicum experiences. Fridays were utilized for home visits, staff training and mentoring activities.

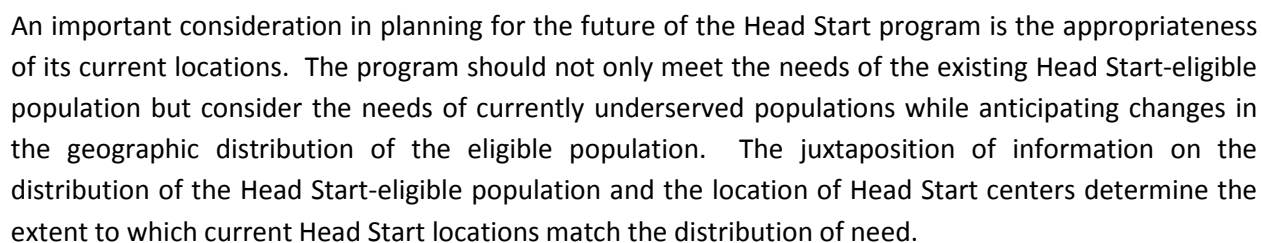
An additional service included comprehensive, integrated professional development training for all Head Start Teachers, Coordinators and Specialists in Shelby County. The UOM, College of Education utilized its experience in teacher education and professional development opportunities for all Head Start programs in Shelby County. These opportunities are provided for Head Start staff in four graduate level courses, which included concepts such as: "Train the Trainer" Mentoring leadership for Coordinators and Specialists; Technical assistance and Mentorship to Head Start Directors and Center Supervisors.

SOUTHWEST TN COMMUNITY COLLEGE



Director: Mary Palmer

STCC has two locations and serves 60 children. The sites are located in the Downtown and Bartlett areas of Memphis.



In general, Head Start sites are located in areas that have a high potential for enrollment, with a reasonably high statistical correlation (0.71) between concentrations of eligible students and program sites. Existing sites are reasonably well located to serve the eligible white population and eligible populations of non-African-American racial and ethnic minorities.

- Shelby County Health Department
- Local Fire Department
- Shelby County Fire Department
- State Department of Commerce (State Fire Marshall Office)
- Department of Human Services (Daycare licensing division)
- Head Start Federal Regulations

Locations



Listed below is a layout of the number of Head Start sites in each zipcode (including all program options). There are 38 sites in 17 zip codes that provide Head Start services to children and families. There are a total of 15 zip codes that are not being served by Shelby County.

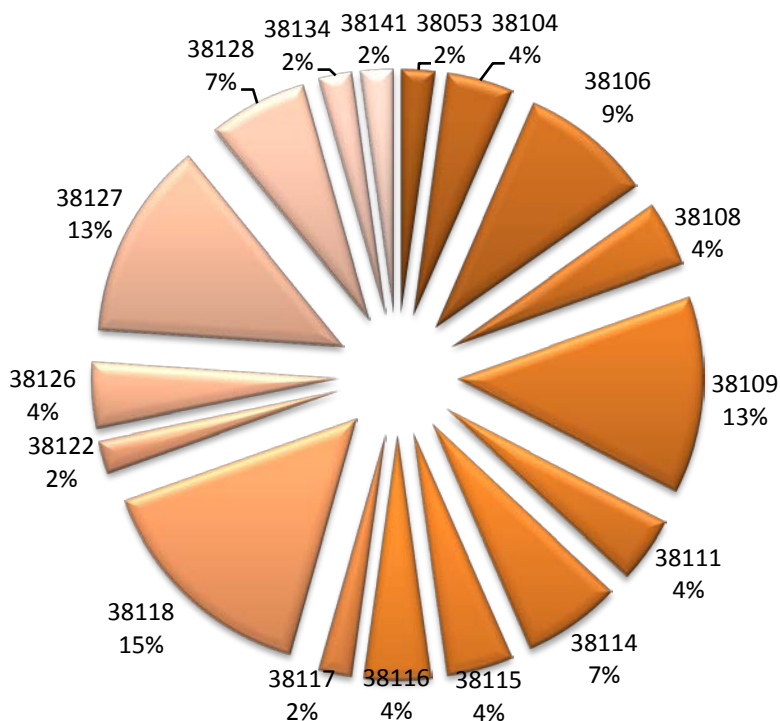
Areas Served

Zip Code	Neighborhood	# of Sites
38053	Millington	1
38103	Downtown	1
38106	South Memphis	3
38108	North Memphis	2
38109	South Memphis	5
38111	University Area	2
38114	Orange Mound	3
38115	East Memphis	2
38116	Whitehaven	2
38117	East Memphis	1
38118	SouthEast Memphis	4
38122	NorthEast Memphis	1
38126	South Memphis	2
38127	Frayser	5
38128	Raleigh	2
38134	Bartlett	1
38141	SouthEast Memphis	1

Areas Not Served

Zip Code	Neighborhood
38002	Arlington, TN
38016	Cordova, TN
38017	Cordova, TN
38018	Cordova, TN
38104	Downtown
38105	Downtown
38107	North Memphis
38112	Midtown
38119	East Memphis
38120	East Memphis
38125	Germantown
38133	Bartlett
38135	Bartlett
38138	Germantown
38139	Germantown

Site Locations by Zip Code



Center Directory



Shelby County Head Start Sites

Cottonwood (Pre-K)
5221 Cottonwood Rd., 38118

Covington Pike
5025 English Towne Dr., 38128

Delano (Pre-K)
1727 Oberle St., 38127

Dunbar
2606 Select Ave., 38114

Gaston
1044 S. 3rd St., 38106

Georgian Hills
3915 Leweir St., 38127

Graceland
3866 Patte Ann Dr., 38116
(Included in the Special Needs Program)

Hanley
2635 Spottswood Ave, 38114
(Included in the Special Needs Program)

Hillview
2107 E. Alcy Rd., 38114

Hollywood
2499 Chelsea Ave, 38108

Levi
3939 S. Third St., 38109

Martin Luther King
626 South Lauderdale, 38126

Mitchell
604 W Mitchell Rd., 38109

Renaissance
990 College Park Dr., 38126

Ridgeway
3435 Ridge Meadow Pkwy, 38115

Riverview
260 Joubert Ave., 38109

Ross (Pre-K)
4890 Ross Rd., 38141

Sheffield (Pre-K)
4290 Chuck Ave., 38118
(Included in the Special Needs Program)

St. William
4932 Easley St., 38053

University of Memphis

Lipman Center
3771 Poplar Avel, 38111

True Light
4635 Stage Rd., 38128

Memphis City Schools Wrap Around Sites

AB Hill
345 E. Olive, 38106
(Included in the Special Needs Program)

Alton
2020 Alton Ave., 38106

Berclair
810 N. Perkins, 38122

Fox Meadows
2960 Emerald, 38115
(Included in the Special Needs Program)

Frayser
1602 Dellwood, 38127

Georgian Hills
3938 Leweir St, 38127

Getwell
2795 Getwell, 38118
(Included in the Special Needs Program)

Hanley
680 Hanley St., 38114
(Included in the Special Needs Program)

Lucie E. Campbell
3232 Birchfield, 38127

Manor Lake
4900 Horn Lake Rd, 38109

Riverview
260 Joubert Ave, 38109

Sea Isle
5250 Sea Isle Rd, 38117
(Included in the Special Needs Program)

Sheffield
4290 Chuck Ave, 38109
(Included in the Special Needs Program)

South Park
1720 Getwell Rd, 38111

Southwest TN Community College

Macon Campus
5983 Macon Cove, 38134

Union Campus
737 Union Ave, 38103

Delegates

Goodwill Homes
4590 Goodwill Rd, 38109

Porter Leath (American Way)
4207 American Way, 38118

Porter Leath (Douglass)
1600 N. Ash St, 38108

Primary Preparatory, Inc.
3274 Rangeline Rd., 38127

YMCA
4727 Elvis Presley Blvd, 38116



RIDGEWAY



COVINGTON PIKE

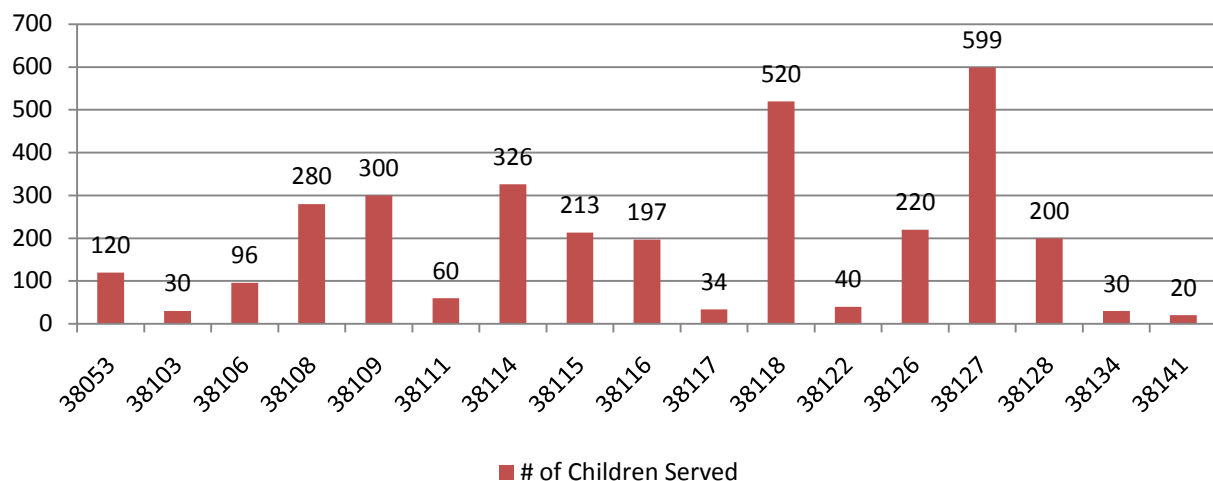


Children Served (All Program Options)



<u>Center</u>	<u>Zip Code</u>	<u># of Children Served</u>	<u>Center</u>	<u>Zip Code</u>	<u># of Children Served</u>
A.B. Hill Pre-K (Special Options = 3)	38106	36	Lucie E. Campbell Pre-K	38127	23
Alton Pre-K	38106	20	Manor Lake Pre-K	38109	40
Berclair Pre-K	38122	40	Martin Luther King	38126	180
Cottonwood	38118	180	Mitchell	38109	100
Covington Pike	38128	180	Porter Leath (AW)	38118	240
Delano	38127	200	Porter Leath (D)	38108	160
Dunbar	38114	20	Primary Prep	38127	140
Fox Meadows Pre-K (Special Options = 13)	38115	33	Renaissance	38126	40
Frayser Pre-K	38127	16	Ridgeway	38115	180
Gaston	38106	40	Riverview Elem. (HS and Pre-K)	38109	40
Georgian Hills	38127	200	Ross	38141	20
Georgian Hills Pre-K	38127	20	Sea Isle (Special Options = 14)	38117	34
Getwell (Special Options = 6)	38118	46	Sheffield Elem. – HS / Pre-K (Special Options = 14)	38118	54
Goodwill Homes	38109	100	SouthPark	38111	40
Graceland (Special Options = 7)	38116	37	St. William	38053	120
Hanley (Special Options = 6)	38114	206	STCC - Macon	38134	30
Hanley Pre-K	38114	60	STCC - Union	38103	30
Hillview	38114	40	U of M - Lipman	38111	20
Hollywood	38108	120	U of M - True Light	38128	20
Levi	38109	20	YMCA	38116	160
TOTAL CHILDREN SERVED					3285

of Children Served by Zip Code



Enrollment



Funded Enrollment

1972 Grantee
 475 Pre-K / Wrap-Around (Special needs = 63)
 900 Delegates and Contractors
3347 Total Actual Enrollment

Average Class Size 20
 Classroom Staff to Child Ratio: 1:10

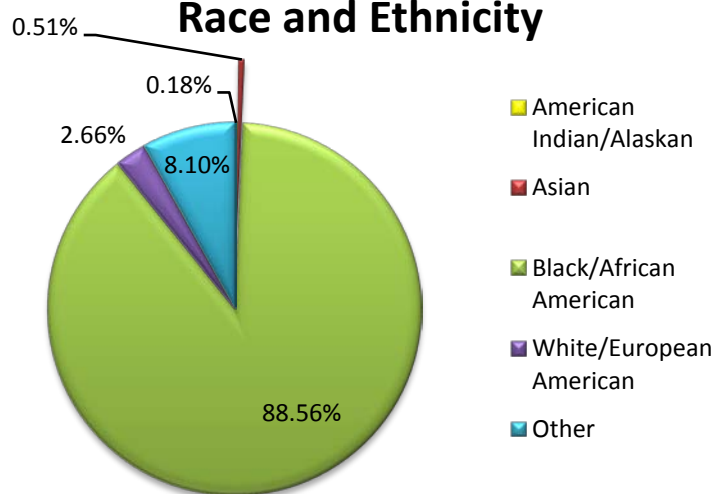
Enrollment of Children by Age (At beginning of program term):

2 years old	<u>8</u>	<u>0</u> %
3 years old	<u>786</u>	<u>23</u> %
4 years old	<u>2553</u>	<u>77</u> %

Race and Ethnicity:

American Indian/Alaskan	<u>6</u>
Asian	<u>17</u>
Black/African American	<u>2964</u>
White/European American	<u>89</u>
Other	<u>271</u>

Race and Ethnicity



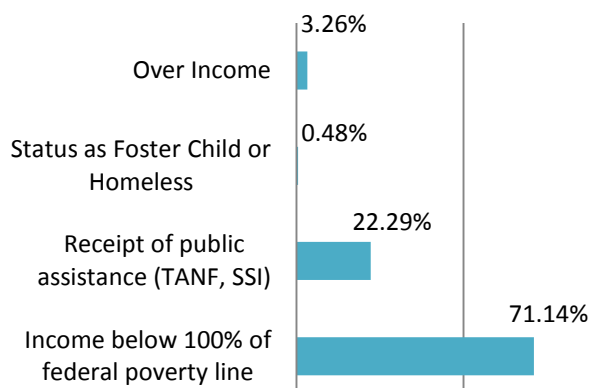
Primary Language Used In The Home:

English	<u>3029</u>
Spanish	<u>272</u>
Other	<u>46</u>

Type of Eligibility

Type of Eligibility:

Income below 100% of federal poverty line	<u>2381</u>
Receipt of public assistance (TANF, SSI)	<u>746</u>
Status as Foster Child or Homeless	<u>16</u>
Over Income	<u>109</u>

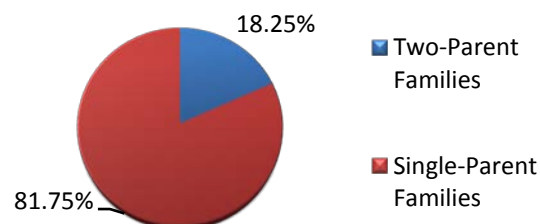


Family Demographics (Direct Services Only)



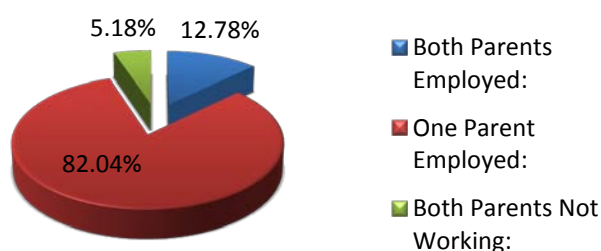
Number of Families

Total Number of Families 3173
 Two-Parent Families (579)
 Single-Parent Families (2594)

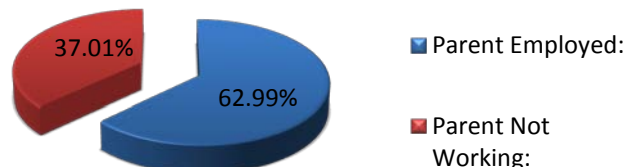


Employment Status of Parents / Guardians

Two-Parent Families
 Both Parents Employed: 74
 One Parent Employed: 475
 Both Parents Not Working: 30

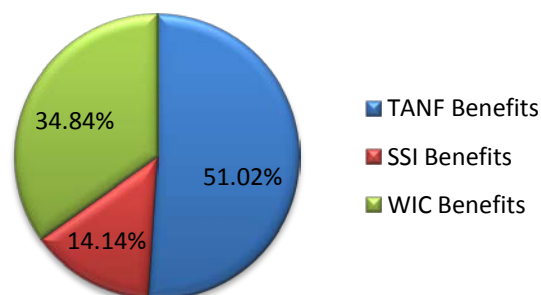


Single-Parent Families
 Parent Employed: 1634
 Parent Not Working: 960



Families Receiving Federal and Other Assistance

TANF Benefits 801
 SSI Benefits 222
 WIC Benefits 547



Services to Homeless Families

Homeless Families Served 3 0.09 %
 Acquired Housing during Year 3 100 %

Staff Education



The Reauthorization Act of 2007 requires the following by September 30, 2013:

"50% of Head Start Teachers must have a BA or Advanced Degree in Early Childhood Education (ECE) or equivalent, plus preschool teaching experience. 100% of teacher assistants must have a CDA; be enrolled in AA or BA degree; or enrolled in CDA credential program to be completed within 2 years."

Teaching staff working to meet the Reauthorization Act requirements are presently enrolled at LeMoyne Owen, University of Memphis, Christian Brothers and Southwest Tennessee Community College. Approximately 131 teachers have degrees and 0 teachers have Child Development Associate (CDA) credentials. Likewise, out of 131 teacher assistants, 25 have degrees, 71 have CDA credentials and 35 have a High School Diploma or GED.

Head Start Teachers

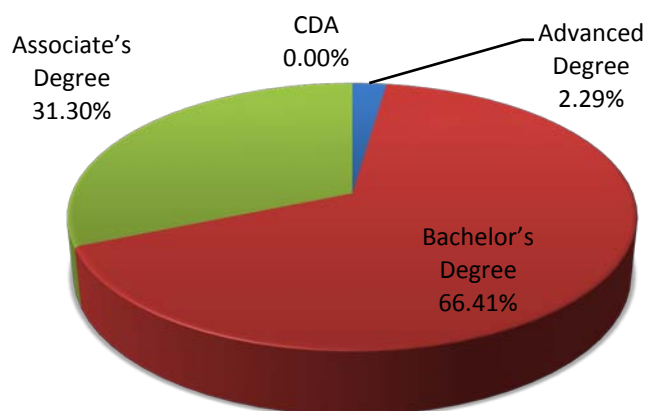
Of the 131 Head Start Teachers:

Advanced Degree.....3

Bachelor's Degree.....87

Associate's Degree.....41

CDA.....0



Head Start Teacher Assistants

Of the 131 Head Start Teacher Assistants:

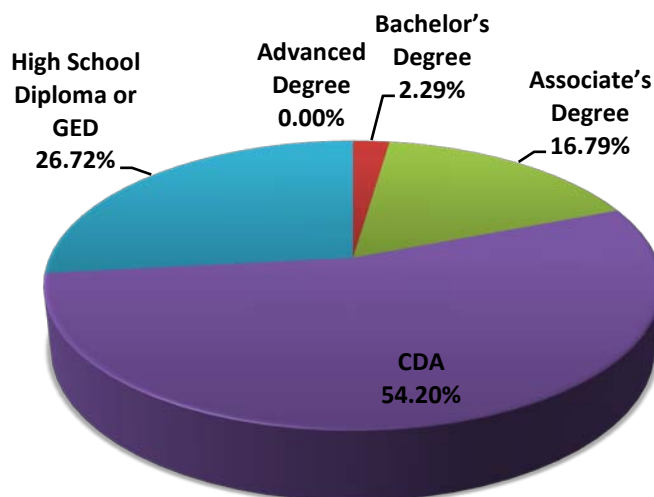
Masters Degree.....0

Bachelor's Degree.....3

Associate's Degree.....22

CDA.....71

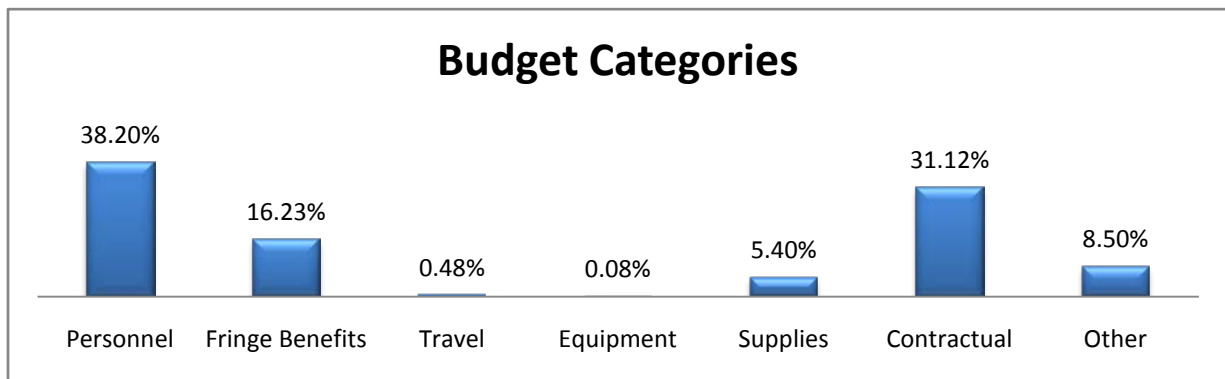
High School Diploma.....35



Budget



Budget Categories	
<i>Description</i>	<i>Program Operation</i>
Personnel	\$ 8,227,877
Fringe Benefits	\$ 3,495,654
Travel	\$ 103,272
Equipment	\$ 17,602
Supplies	\$ 1,162,481
Contractual	\$ 6,702,700
Other	\$ 1,830,959
Total Direct Charges	\$ 21,540,545



Services Provided



Head Start program promotes school readiness by enhancing the social and cognitive development of children through the provision of educational, health, nutritional, social, literacy and other services to enrolled children and families. Parents are engaged in their children's learning and a vital component is to ensure that parents are making progress toward their educational, literacy, employment, and other goals that are identified for each family. Significant emphasis is placed on the involvement of parents in the program. The Head Start program provides a variety of services which are not offered by traditional daycare and early childhood learning centers. These services are Early Childhood Education, Pre-K, Disabilities, Family and Community Partnerships, Family Literacy, Health, Mental Health, Nutrition and EDQC (Education, Development and Quality Compliance).

PRE-K / DISABILITIES

Associate Director: Towanda Peete-Smith



The objective of Education and Early Childhood Development is to provide all children with a safe, nurturing, engaging, enjoyable and secure learning environment. In order to help children gain the awareness, skills, and confidence necessary to succeed in their present environment, and to deal with later responsibilities in school and in life. Each child is treated as an individual in an inclusive classroom setting that value, respects, and responds to diversity. The varied experiences

provided by the program support the continuum of children's growth and development, which includes the physical, social, emotional, and cognitive development of each child. Early Childhood Education offers parents opportunities and support for growth, so that they can identify their own strengths, needs, and interests.

Under this division, there are various methods in the classroom setting that address all aspects of Child Development and necessary teaching practicum that guides the process which promotes the progression of each child. Measurable research based curriculums are utilized in all program options of the grantee. (Creative Curriculum and Lap-3 is the selected curriculum and assessment tool for Shelby County Head Start and Delegate Agencies).

LAP 3 Goals - By Domains Head Start 2007 School Readiness Act	2009-2010 Head Start	2009-2010 Pre-K
Language Development	69.91	76.44
Literacy *	36.32	39.14
Mathematics *	55.48	57.51
Science *	44.85	45.80
Creative Arts	72.59	71.03
Social and Emotional Development	87.08	88.33
Approaches to Learning	98.08	99.71
Physical Health and Development	81.51	81.40

Services Provided



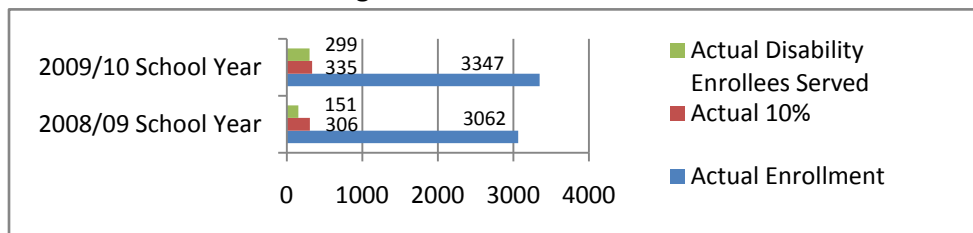
EARLY CHILDHOOD EDUCATION

Development screening, assessment, and evaluation are key elements for individualizing curriculum in Head Start. This process identifies and assures that children with disabilities receive the appropriate services in the program. The program form partnerships and contractual agreements with local community providers for professional service delivery in this identified component of the standards. Areas assessed and identified from the screening methods are:

1. Child Development: Program identifies early indicators of children's developmental progress to determine when to refer a child for further evaluation
2. Fine and Gross Motor: Mobility concerns, involving fine and gross motor skill development
3. IEP-IFSP: Screening, evaluation, and assessment are processes that lead to the development of Individualized Education Program (IEP)
4. Sensory: Screening, evaluation, and assessment of hearing and vision
5. Social Emotional: Children's social-emotional challenges in the classroom and home environment.

DISABILITIES

Manager: Towanda Peete-Smith



SCHS believes that the early years of life are critical for learning and growth. It is during this time that children's cognitive, communicative, social and emotional development can be most influenced. If special needs are recognized and met during these years, children with disabilities will have a much better chance of becoming competent and independent adults.

SCHS believes that children with disabilities benefit from inclusion in a regular preschool setting. Teachers are able to adapt their teaching techniques and activities to enhance the benefits of inclusion. In an inclusive preschool program, children with disabilities will truly have a "Head Start" in achieving their fullest potential. The Americans with Disabilities Act (ADA) and the Individuals with Disabilities Education Act (IDEA) support the rights of young children with or without disabilities to participate in natural environments such as provided by SCHS.

Young children with disabilities require a variety of services to ensure that their developmental needs are appropriately addressed. SCHS believes that appropriate intervention includes addressing the entire family, and a parent's need to be actively involved in every phase of their child's program. In order to provide these comprehensive services, integration and collaboration between and among service areas within the agency and among community resource agencies is essential. The overall purpose of the disability service area is to ensure that children with disabilities receive comprehensive services inclusive of the full range of activities within the child development program.

Services Provided



FAMILY AND COMMUNITY PARTERSHIPS

Manager: Alfunsia Warren



The objective of Family Partnerships is to support parents as they identify and meet their own goals, nurture the development of their children in the context of their family and culture, and advocate for communities that are supportive of children and families of all cultures. The building of trusting, collaborating relationships between parents and staff allow them to share with and to learn from each other. Head Start serves families within the context of the community, and recognizes that many other agencies and groups work with the same families. The objective of Community Partnerships is to ensure that grantees and delegate

agencies collaborate with partners in the community, in order to provide the highest level of services to children and families, to foster the development of continuum of family centered services, and to advocate for a community that shares responsibility for the healthy development of children and families of all cultures.

General areas of implementation of this standard are:

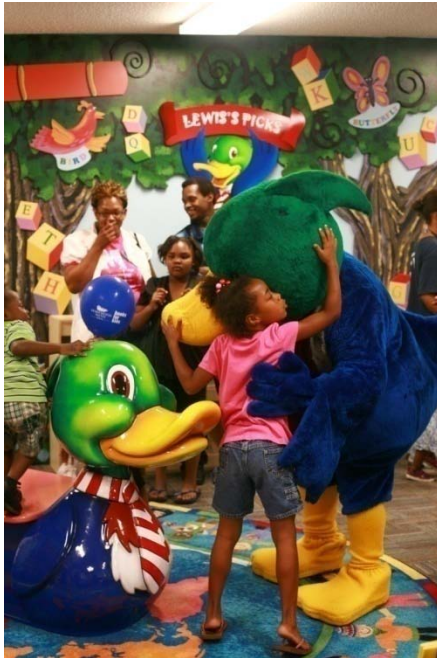
1. Family Partnership Agreement: Families identify goals and receive the support of staff in the implementation and follow-up for completion of partnership plan.
2. Community Partnerships: Staff identifies community resources that provide services that are supportive of Head Start program.
3. Community Partnerships: Head Start program form partnerships with agencies that provide services for program operation and general resources.
4. Program Governance: Parents are involved in the decision process of Head Start by the formulation of Policy Council, Policy Committee, Parent Committees and advisory committees. This ensures that parents and the Community Representatives are empowered to actively participate in the shared decision-making process. (Policy Council consists of 21 members). Each Head Start center has policy committee representatives and parent committees.
5. Parent Involvement: Parents have monthly scheduled meetings in addition to scheduled activities held on-site and off-site. Parents participate in local, state, and national conferences, workshops, and trainings.
6. Fatherhood Initiative: Identified activities and programs are scheduled for fathers and supportive males of the children and families in the program. Fathers participate in local, state, and national conferences, workshops, and trainings.

Services Provided



FAMILY LITERACY

Manager: Alfunsia Warren



Shelby County Head Start has entered a partnership with Homewood Suites (Hilton Hotels) to establish a Community Based Library. This initiative will be solely funded by Hilton Hotels and not only be a resource for Head Start children but also young children and families within the community. The site where the library will be housed is Martin Luther King Head Start. Families will have an opportunity to participate in all Literacy planned activities, inclusive of parent trainings and other identified program activities consistent with Head Start Family Literacy. The focus of this Initiative is to enhance Family Literacy within the program and the community.

Head Start will open four new resource sites within the identified geographic areas of the city of Memphis. The resource centers will be housed in existing Head Start sites. The centers will serve as a one-stop operational site for parents of Head Start and the community for trainings, workshops, meetings, computer lab, resources, and other activities that address and promote family growth and empowerment. The centers will operate during the normal Head Start hours and will have an assigned Head Start staff person to provide support to families who participate in the services.

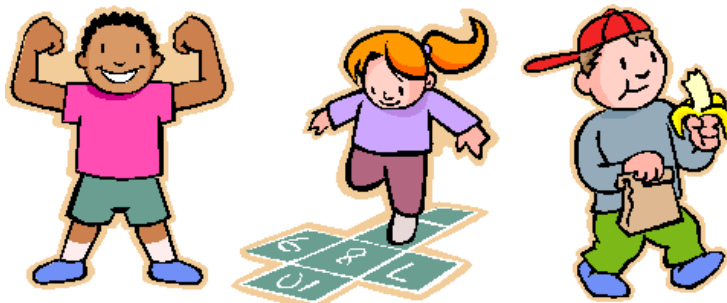


Services Provided



HEALTH

Manager: Rachel Hennings



In accordance with Performance Standards each child enrolled in Shelby County Head Start is required to have a physical and dental exam within 90 days of enrollment. Shelby County Head Start works closely with parents of enrolled children to accomplish this ensuring that the children we serve can grow and learn without the distraction of pain from illnesses and dental problems. Shelby County Head Start partners and contracts with numerous community providers for Health and Dental Services ensuring our families are able to secure medical and dental homes for not only their Head Start enrolled child but for the entire family.

According to our most recent Program Information Report (2009) the following health related services were documented:

Physical exams completed*	(92.84%)	Dental exams completed*	(91.89%)
Treatment needed	(0.33%)	Treatment needed	(35.28%)
Treatment received*	(12.5%)	Treatment received*	(25.82%)

* Remaining children are in process of getting physical, dental exams, and follow up or left the program before receiving exams or follow up.

Shelby County Head Start strives to meet identified physical, developmental, medical, or psychological needs. Services for enrollees are provided by the following agencies:

- UT Boling Center
- UT Medical Group
- TennCare Providers
- Private Practice Physicains
- Memphis City Schools
- Shelby County Schools
- LeBonheur Medical Group
- Christ Community Health Services
- UT School of Allied Health (Dental)
- Dr. Davida Hollerman (Dental)
- Firestone Dental Group
- Dr. Vincent Price (Kirby Family Dentistry)
- Irma Greene, SLP
- First Choice Speech Therapy
- Kyna Woolery, SLP
- Regina Jolly, SLP
- Dr. Warren Harper (Child Psychologist)
- Agape (Behavioral Services)
- Camelot Care Centers
- Total Health and Wellness
- Well Child, Inc.
- Shelby County Health Department

Services Provided



HEALTH



Our Program commitment to wellness embraces a comprehensive vision of health for children, families and also staff. The objective of Health Services is to ensure that, through collaboration among families, staff, and health professionals, all child health and development concerns are identified, and children and families are linked to an ongoing source of continuous, accessible care to meet their basic health needs. Health related trainings are provided to families so that parents have the necessary tools to advocate and utilize preventive health maintenance methods for their children and themselves. General topics that the program promotes include:

1. Adult Health and Wellness
2. Child Health Services
3. Childhood Diseases Prevention
4. Child Nutrition
5. Childhood Safety and Injury Prevention
6. Mental Health
7. Oral Health

Immunization Requirements

All prospective enrollees are required to be as up to date as possible on the EPSDT Immunization schedule prior to enrolling in Shelby County Head Start: This includes the following immunizations: DPT, Polio, Hib, Hepatitis B, MMR, Hepatitis A (designated areas), and TB Skin Test.

MENTAL HEALTH

Manager: Rachel Hennings



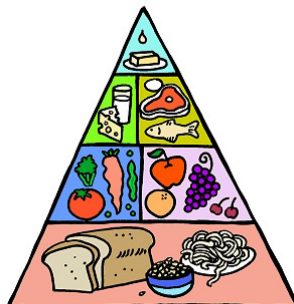
SCHS knows the importance of fostering good social/emotional skills in our children and families. We contract with 6 local Mental Health Agencies/Individual Licensed Consultants to assist staff and parents in dealing with the wide variety of behaviors exhibited by children. Lesson Plans developed by Teaching staff cater to each child's individual style of learning. Children are encouraged to share their feelings and taught how to be respectful of their peers in their classroom learning environments.

Services Provided



NUTRITION

Manager: Rachel Hennings



Shelby County Head Start participates in the USDA Child Nutrition Program which provides reimbursement for meals and snacks served to enrolled children. Approximately 101,000 meals and snacks are served monthly to children enrolled in Shelby County Head Start. This consists of breakfast, lunch, and snack served daily. These meals and snacks provide up to two thirds of the child's nutritional requirements. A variety of cultural and ethnic foods are introduced regularly. Teachers receive nutrition activity sheets with menus that offer suggested activities centered on selected menu items. Mealtime is observed family style with emphasis placed on socialization and self help skills.

Children's heights and weights are measured and documented 3 times a year. Parents are consulted when children's growth documents above or below suggested percentiles for their age. Parents are given literature and guidance on incorporating healthy eating habits for the entire family into their daily routines.

Children in the Shelby County Head Start Program practice good dental hygiene after meals with daily brushing of teeth. Teachers in the program brush teeth with the children to model good dental hygiene. According to most recent Program Information Report (2009) 92% of enrolled children received Preventative Treatment for Dental Carries.

EDUCATION, DEVELOPMENT AND QUALITY COMPLIANCE

Associate Director: Dr. Brenda Taylor



The Education, Development and Compliance area is responsible for assessing the performance and compliance of the Head Start program. The primary focus is on the delivery of service as well as the management systems that support services. In addition, this area plans professional development for all Head Start employees, including assisting instructional staff as they pursue their continued education. Seeking external funding through grant writing is another responsibility of this program service area.

Collaborative Agencies



Department of Human Services

Department of Children Services

Tennessee Voices

University of Memphis

Shelby County Health Department

Christian Brothers University

The Exchange Club

MIFA

Memphis City Public School System

Shelby County Public School System

The Salvation Army Homes Shelter

Memphis Library Linc

Latino Memphis

Tennessee Early Intervention Services

Christ Community Outreach

Leboneur Children's Hospital

St. Jude Children's Hospital

Child/Family Development Initiatives



Educational Assessment

Children are assessed three times a year to determine their progress in the development of their cognitive, language, social-emotional, daily living, and fine and gross motor skills.

Individualization of Instruction

Shelby County Head Start recognizes that each child's pattern of development may vary. Thus activities are designed to allow each child to be successful while encouraging them to move on to the next stage of development. "Parents, teachers, and caregivers promote development when they create learning experiences that build on and extend that child's competence-experience that are challenging, but within reach."



Emphasis on Language and Literacy

Language and literacy activities are integrated into all aspects of the day.

Emphasis on Social Skill Development

Shelby County Head Start believes that in order for children to be successful throughout their school careers, they must be able to follow basic social rules and believe in their ability to succeed.

Rich Learning Environment

Shelby County Head Start provides a wide array of developmentally appropriate learning materials as well as a variety of learning materials, which allow children to participate in active problem solving during their play.

Kindergarten Readiness Skills

Children preparing for kindergarten are guided in learning the basic literacy, writing, math, and science skills, which will enhance their success in kindergarten.

Referrals

Children are referred, with parent permission, to the School District and/or community agencies for further assessment and services when determined necessary.

Nutrition Program

Breakfast, lunch and a nutritious snack meeting USDA guidelines are provided daily.



Health Program

All children enrolled in Shelby County Head Start have had a physical, dental exam and are up-to-date with their immunizations. Height, weight and vision screenings are conducted on a regular basis.

Parent Involvement / Family and Community Partnerships

Head Start offers parents opportunities and support for growth, so that they can identify their own strengths, needs, and interest. The objective of Family Partnerships is the support parents as they identify and meet their own goals, nurture the development of their children in the context of their family and culture, and advocate for communities that are supportive of children and families of all cultures. The building of trusting, collaborating relationships between parents and staff allow them to share with and to learn from each other.

Waterford Reading Snapshot



Waterford Early Learning™ is the combination of two powerful programs developed by the nonprofit Waterford Research Institute: *Waterford Early Reading Program™* *Waterford Early Math and Science™*

Complete, Research-based Instruction

Based on nearly two decades of research, these programs provide a complete continuum of instruction tailored to each student's individual learning needs.

Child Friendly

Waterford is designed specifically for the early grades, pre-k through second grade, with easy navigation, scaffolded instruction, audio, and multimedia prompts to ensure success.

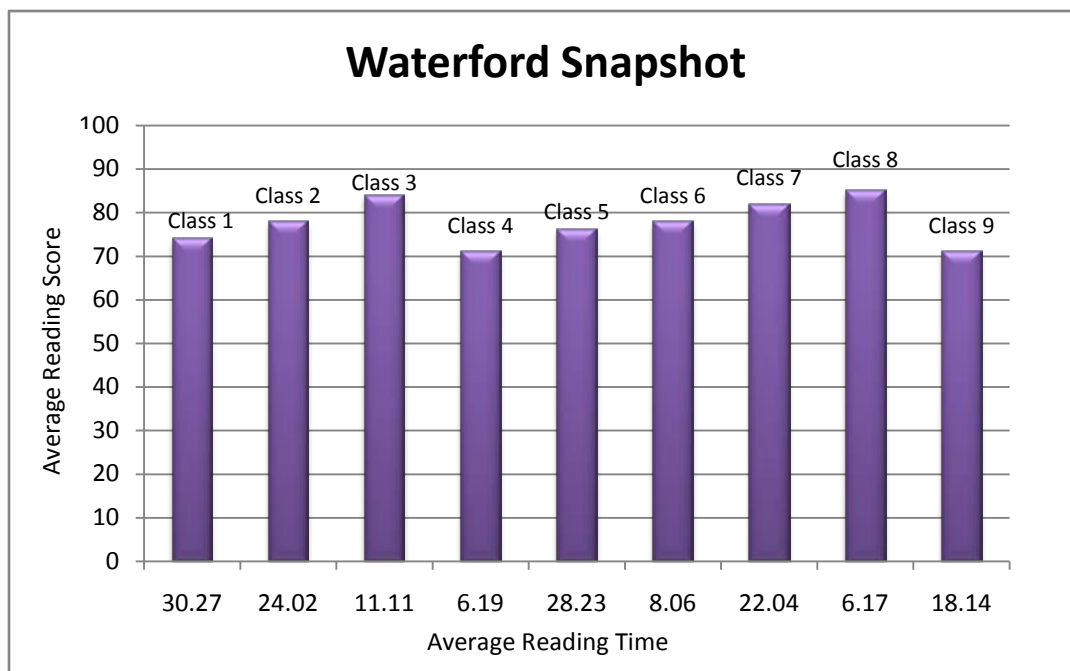
Made by Teachers for Teachers

As educators themselves, the developers of *Waterford Early Learning* recognize that teachers are already overburdened. With this in mind, the developers ensured that the program requires only three minutes to get started each day. Easy-to-read reports are also available on demand.

And Much More...

Unlike any other program, Waterford provides a rich multimedia environment with songs, stories, biographies, artwork and games from around the world. Waterford provides more than 450 hours of instruction through 15,000 activities within 2,500 lessons.

Cottonwood Head Start is the only location with Waterford at this time. The software will be incorporated into other Head Start sites sometime in the near future. Listed below are the average reading time and the average reading score.



Kindergarten Readiness Indicator

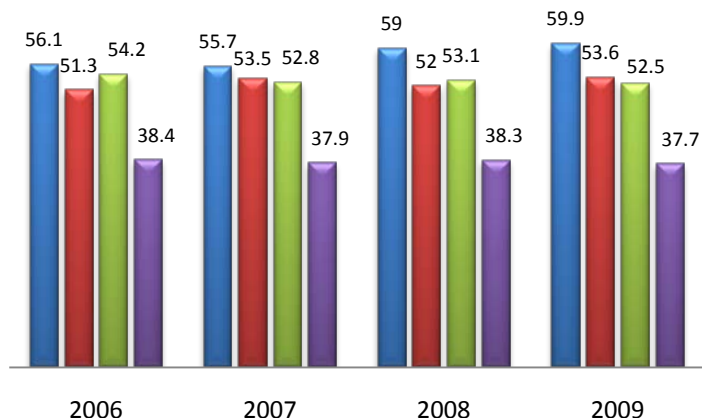


For the past four years, MCS has used the *Kindergarten Readiness Indicator* (KRI) to measure school readiness of incoming kindergarten students. Scores are analyzed and compared based on the students' pre-K experience type. Findings indicate that students who attended MCS Pre-K classes as 4-year-olds are among the top performers on the KRI, generally scoring higher than students who attended Head Start, Child Care, or were cared for by parents or relatives. However, students who attended any type of center-based care program (MCS Pre-K, Head Start or Child Care) performed significantly and markedly higher than students who did not experience a center-based care program. District efforts to promote school readiness should include both expanding high-quality pre-K services and supporting all families in the community to engage their children in experiences known to enhance school readiness skills. The

KRI is a locally-written assessment designed to provide teachers with immediate feedback on students' knowledge of the basic concepts underlying the language arts and mathematics skills taught in kindergarten. The KRI has two sections, a language scale and a math scale. The language scale focuses on concepts that underlie the language arts skills taught in kindergarten, including receptive language, expressive language, pre-literacy skills, and speaking and listening skills. This scale contains 86 scored items, each valued at one point. A student's language score indicates the number of items correctly answered in the language scale, and can range from 0 to 86. The math scale includes 27 items that assess numbers and operation, pre-algebra skills, and pre-geometry skills. As with the language scale, students receive one point for each correctly answered item. Scores on the math scale can range from 0 to 27.

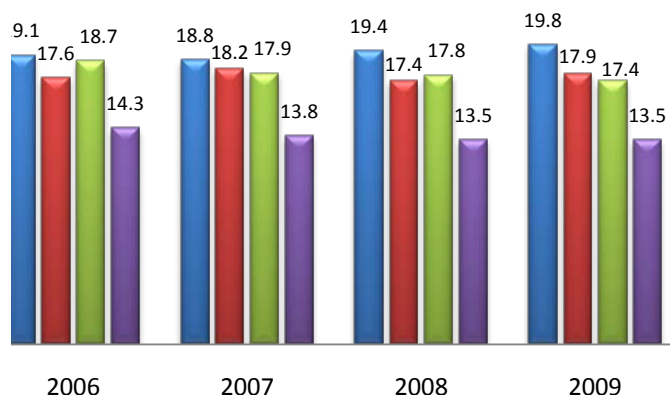
Mean Language Score

■ MCS Pre-K ■ Head Start
■ Child Care ■ Parent / Relative Care



Mean Math Score

■ MCS Pre-K ■ Head Start
■ Child Care ■ Parent / Relative Care



Head Start Parent Survey



The Pre-K program was housed in 17 centers (44 classrooms) and parent surveys were conducted for quality assurance within the program. See the parent's results below.

	Better Than Expected	As Expected	Less Than Expected
In general, the Pre-K program has met my child's needs:	71%	28%	1%
As a result of my child being in the Pre-K program, my child enjoys learning:	69%	30%	1%
As a result of my child being in the Pre-K program, my child's talking and listening skills are:	66%	34%	0%
As a result of my child being in the Pre-K program, my child's ability to get along with others is:	55%	44%	1%

	Agree	Disagree
As a result of my child being in the Pre-K program, my child has the skills for success in the next school year:	99%	1%
As a result of my child being in the Pre-K program, my child will continue to be successful in school:	100%	0%
As a result of my child being in the Pre-K program, I am more involved with my child's education and school:	99%	1%

Parent Comments

Parent at Alton

Competent staff and an established environment aimed at ensuring the success of all students. I am very pleased.

Parent at Manor Lake

My child has learned so much more than I had expected. Pre-K has been great for my child. Keep up the good work Pre-K teachers!

Parent at Ridgeway

This has been a very very enjoyable year. I am truly going to miss this school and especially these wonderful teachers who always welcome each parent with warmth each day. I can only hope that his next year is half as good as this year.

Pre-K Express



Memphis City Schools/Shelby County Head Start Pre-K Express

Pre-K Express is an annual event that serves as an orientation to families on the cadre of early childhood services available to Pre-K families within Memphis City Schools, Shelby County Head Start and the Community Partners.

Pre-K Express is the optimal train ride for a quick glance at high quality early childhood leaders in action, stakeholders and the business community at large. The carnival like event exposes families through education and resources on how a typical day in the life of a preschool child would look like.

The Pre-K Express serves as a catalyst to empower parents to have high expectations for early education, promote first hand communication with Regional Pre-K staff, demonstrate developmentally appropriate activities and integration of technology in a safe nurturing environment, showcase state of the art classroom equipment, and have resources available that will support and enhance a parent's role as their child's first and most important teacher. The 2009-2010 Pre-K Express was free to the general public and served over 3,000 families. The 2010-2011 Pre-K Express will be at no cost to the general public and the goals are to serve 5,000 or more families~ that are ready to get aboard the Pre-K Express!

Head Start Champions



Throughout the school year, Head Start recognizes staff for outstanding achievement and going above and beyond the call of duty...we call them Head Start Champions. Categories include perfect attendance, high performance appraisal score, receiving a degree or certification, seeking community resources, outstanding attitude, and in-kind contributions. There were 10 Head Start Champions for the 2009 – 2010 program year. Out of the 10, Barbara Wakefield was selected as Employee of the Year.

Employee of the Year - Barbara Wakefield



Head Start Champions

Brenda Cain

Food Service Manager
Delano

Shirley Davis

Operations Specialist
Administrative Office

Heidy Gonzalez

Family Services Advocate
Covington Pike

Cynthia Hunt

Family Services Specialist
Jessie Mahan

John Lovelace

Executive Director
Administrative Office

Velma Owens

Teacher
Delano

Angie Powell

Disabilities Specialist
Administrative Office

Christine Smith

Past Employee
Administrative Office

Gwendolyn Stuckey

Family Literacy Coord.
Renaissance

Staff Awards



Center of the Year	St. William Head Start Hillview Head Start
Center Supervisor of the Year	Barbara Wakefield (St. William)
Co Pre-K Teacher of the Year	Velma Owens (Delano) Darlene Burton (Cottonwood)
Teacher of the Year	Brenda Munger (Renaissance)
Teacher Assistant of the Year	Linda Cooper (Martin Luther King)
Bus Driver of the Year	Sandra Cummings (Mitchell)
Custodian of the Year	Kevin Cochran (Hanley)
Pre-K Family Services Advocate of the Year	Cynthia Hunt (Bickford)
Family Services Advocate of the Year	Pauline Kelley (Renaissance)
Food Service Employee of the Year	Brenda Cain (Delano)
Pre-K / Disabilities Employee of the Year	Angie Powell (Administrative Office)
Family and Community Partnership Employee of the Year	Gwendolyn Stuckey (Renaissance)
Operations Employee of the Year	Shirley Davis (Administrative Office)
Fiscal Employee of the Year	Dave Kimmons (Administrative Office)
Education, Development and Quality Compliance Employee of the Year	Elaine Means (Administrative Office)

Degrees Received



Pre-K Certification

- **Franchesta Birgs (Delano)**
- **Darlene Burton (Cottonwood)**
- **Bertha Eulls (Georgian Hills)**
- **Angela Grishom (Cottonwood)**

Associate's Degrees

- **Lorastine Dalton (Ross)**

Bachelor's Degrees

- **Yolanda Ford (Renaissance)**
- **Patricia Hendree (Renaissance)**
- **Doris Morrow (Hanley)**
- **Phyllis Rogers (Hanley)**
- **Ina Pankins (Hanley)**

Master's Degrees

- **Erin Jones (Cottonwood)**

What to Expect in 2010-2011



Shelby County Head Start Receives \$1.6M to Create Early Head Start Program

Federal grant one of three awarded to programs in Tennessee

MEMPHIS, Tenn. – Shelby County Head Start has received a \$1.6 million grant from the Department of Health and Human Services to create an Early Head Start program geared toward comprehensive educational, medical and social services for pregnant mothers and children up to age three. The federal grant, awarded under the American Recovery and Reinvestment Act, will be administered by the Administration for Children and Families and represents one of only three financial assistance awards granted to head start programs in Tennessee.

“We are fortunate to receive this federal grant that will provide early intervention and social services to at-risk mothers and children,” said Interim Shelby County Mayor Joe Ford. “This is the first time Shelby County Government will offer an Early Head Start program, and we look forward to its positive and productive outcomes.”

Shelby County Head Start will receive \$1.6 million annually for five years to assist the work of infant mortality reduction initiatives in Shelby County by underwriting a range of home-based prenatal services for 23 pregnant mothers to include health and nutrition and proper care and nurturing of children. The distribution will also benefit 121 children up to age three through age appropriate educational services, and disability and mental health screenings, assessments and evaluations. The grant is specifically geared toward early intervention and continuing education. Currently, Shelby County Head Start provides services to children ages three to five.

“Research and analytical data have consistently revealed a great need for early intervention services in Memphis and Shelby County,” remarked Shelby County Head Start Director John Lovelace, “The Early Head Start program will provide resources and services vital to the continued support and progressive growth of infant and child development.”

Planning has begun for implementation of the grant award with services scheduled to begin in June 2010. Shelby County Head Start will provide direct services in addition to collaborating with community child care providers and other identified community agencies that provide resources and services to at-risk families. For more information, contact Latasha Malone-Brown at (901) 922-0720.

What Is Early Head Start



Early Head Start (EHS) is a federally funded community-based program for low-income families with infants and toddlers and pregnant women. Its mission is simple:

- To promote healthy prenatal outcomes for pregnant women (Head Start will partner with Healthy Start to allow participants to receive multi-disciplinary services to reduce risk of poor birth outcomes, such as low birth weight and prematurity, and reduce infant mortality)
- To enhance the development of very young children, and
- To promote healthy family functioning.

Shelby County Early Head Start

Shelby County [Early Head Start \(SCEHS\) program](#) is a recently funded project that serves 128 families in low-income communities in the city of Memphis and in Shelby County. The program will open its doors summer 2010, providing intensive prenatal, home-based, and center-based services to families with children aged 0-3 years and pregnant mothers. Services include health and development for infants and toddlers and the promotion of parents' abilities to support their child's cognitive, social, emotional, and physical development. The program will continue to increase its expertise in infant mental health and will predominantly work with families to promote healthy parent-child relationships in order to accomplish program standards for child development. Shelby County Early Head Start has also partnered with two NAEYC accredited local Head Start Wrap Around-Child Care Community Partners (Blooming Scholars Child Care Center and Southwest Tennessee Community College Macon Campus) to aid in the quest in providing Early Head Start Services in target zip codes in Shelby County.

Early Head Start Goals 2010-2011

- To provide high quality early education services that promote the physical, social, emotional, cognitive and language development for pregnant women, infants and toddlers in the targeted geographical area.
- To support the families of pregnant women, infants and toddlers so they better understand, social, emotional, cognitive and physical needs, the importance of their interactions and the influences of the home environment on young children's development and future life and academic success.
- To increase and strengthen the alliance of community support systems for all families and expand the comprehensive, integrated service to ensure inclusion of those for pregnant women, infants, toddlers and their families
- To effectively transition pregnant women, infants, toddlers and their families throughout their continuum of growth and development into appropriate preschool services.
- To develop highly trained, nurturing and adequately compensated program staff.
- To develop and implement a strong evaluation component based on this program to support continuous program improvement.

Major Differences Since Last School Year



Areas of Change	2008-2009	2009-2010
County Commissioners	Listed: Joseph Ford, Matt Kuhn	Not Listed: Joseph Ford, Matt Kuhn Added: Edith Ann Moore, John Pellicciotti
Child Enrollment	3155 Two years old = 0 Three years old = 33.91% Four years old = 66.09%	3347 Two years old = 0.24% Three years old = 23.48% Four years old = 76.28%
Child Race / Ethnicity	American Indian/Alaskan = 0.16% Asian = 0.32% Black / African American = 91.12% White / European American = 8.05% Other = 0.35%	American Indian/Alaskan = 0.18% Asian = 0.51% Black / African American = 88.56% White / European American = 2.66% Other = 8.10%
Head Start Classrooms	110	116
Head Start Sites	Listed: Bickford	Not Listed: Bickford (closed) Added: Ridgeway (opened)
Family Demographics	Two Parent Families = 14.31% Single Parent Families = 85.69%	Two Parent Families = 18.25% Single Parent Families = 81.75%
	Receiving TANF Benefits = 43.29% Receiving SSI Benefits = 12.24% Receiving WIC Benefits = 44.47%	Receiving TANF Benefits = 51.02% Receiving SSI Benefits = 14.14% Receiving WIC Benefits = 34.84%
Staff Education (Teachers)	Advanced Degree = 1.96% Bachelor's Degree = 45.10% Associate's Degree = 39.22% CDA = 13.73%	Advanced Degree = 2.29% Bachelor's Degree = 66.41% Associate's Degree = 31.30% CDA = 0%
Staff Education (Assistants)	Advanced Degree = 0% Bachelor's Degree = 1.89% Associate's Degree = 11.32% CDA = 60.38% High School Diploma/GED = 26.42%	Advanced Degree = 0% Bachelor's Degree = 2.29% Associate's Degree = 16.79% CDA = 54.20% High School Diploma/GED = 26.72%
Employee of the Year	Jewel Bogan	Barbara Wakefield
Management Title	Education Manager	Associate Director of Pre-K and Disabilities
	Education, Development and Quality Compliance Manager	Associate Director of Education, Development and Quality Compliance Manager

Shelby County Head Start



Annual Report 2009-2010

1991 Corporate Avenue



Memphis, TN 38132



(901) 922-0700